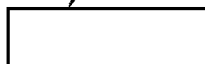


27 March 1953

MEMORANDUM FOR: Colonel White

1. O&M has revised its position on the organization of the overseas processing activity. Their earlier recommendation that technical steps be performed in the Passenger Movement Branch, Transportation Division, Logistics Office, and clerical-administrative operations handled by Central Processing Branch in Personnel is now justified as having been based on the principle of separating administrative work from technical and giving the organization responsible for the latter the additional role of providing "technical" direction to the unit performing the administrative work. O&M illustrates the point by saying this principle is at work in our operating offices where the personnel officers are under the "technical" direction of the Personnel Office.

2. However desirable such an arrangement might be, I have never been aware that this theory had any acceptance in CIA. But even granting that personnel administration functioned on this pattern, the comparison is inappropriate. On the one hand there is presented a question of relationships between two or more organizations performing staff functions in a common field (personnel) at different levels and in different command lines. On the other hand we have the problem of coordinating and inter-relating the various separate steps which make up a single operation (overseas processing). I have gone into such detail on this because it seems to me that the O&M staff, of all places, should have a clearer concept of organizational principles. The very fact that they are able now to come up so easily with a revision of the conclusions reached in their staff study is disturbing to me. What O&M has done is to concur in the conclusions set forth by Personnel in its non-concurrence of the initial O&M recommendations. They agree now that the functions should be consolidated and kept in one place, preferably Personnel. I still believe that it classifies itself more properly as a transportation function and that Personnel people basically have no business becoming travel experts.

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